

**MAKING THE CASE**  
**READY. TOGETHER. PROVEN.**



SAFE, CLEAN  
NEIGHBORHOODS  
+ GOOD BASIC  
SERVICES AND  
INVESTMENT IN  
INFRASTRUCTURE

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ECONOMIC  
OPPORTUNITY





### 100 Day Planning

*“If we are constrained only to think of Alexandria’s future through the lens of our past, then we have no future. That’s what we mean by “reimagine”—not some marketing word—but a word saying we are neither limited to nor will the past, including my own in leadership, determine our future. I am ready, I am excited, and I am convicted on uniting and making our City everything it can be.”*

*Jacques M. Roy, October 28, 2022*

### Executive Summary



**100 DAYS OF ACTION** - Jacques already has written a 100-day plan for every division of city government, using his experience to prepare for the future. Ready and proven, on day one!

**SAFE NEIGHBORHOODS, BASIC SERVICES, AND SMART INVESTMENTS IN INFRASTRUCTURE ARE ESSENTIAL TO A HEALTHY COMMUNITY. THERE’S NO OPPORTUNITY TO GROW WITHOUT A STRONG FOUNDATION, BUILT IN A SAFE PLACE.**



We are ready on day one to tackle the issues facing our City.

Alexandria is my home. I am running for Mayor again because I know together we can do better. We must do better to protect the home we love and make it the city it can be for every citizen to live in a safe, clean place with opportunity to prosper.

In this version of a more detailed plan of work, I outline what 100 days in office would entail—and that does not count what is discovered and must be dealt with along the way. Plans are great for keeping a team motivated to task, for measuring successes, and determining what needs more work. In this summary report, I address our city divisions and expectations regarding issues of immediate concern. To be clear, if you elect me, we will *triage* issues, *address* emergencies and *high-need* items in the order of need and resources, and *schedule other issues* for address on a needs-timing basis. I am honored by your overwhelming support and encouragement.

The job of mayor is an executive in charge of all the daily operations of the City of Alexandria. This involves a consolidated budget of approximately \$223,000,000. The council is the legislative branch of the government, and the elected mayor is the chief executive officer and head of the executive branch of government.

In addition to being the chief executive officer of the city, with all executive and administrative authority exercised by and through the mayor, except as limited by the Alexandria Home Rule Charter, those specific powers allow or obligate the mayor to:

- (1) Appoint and suspend or remove for just cause all city employees and appointive administrative officers provided for by or under this charter, except as otherwise provided by law, this charter, civil service or other personnel rules adopted pursuant to this charter. He may authorize any administrative officer who is subject to his direction and supervision to exercise these powers with respect to subordinates in that officer's division, department, office or agency.
- (2) Direct and supervise the administration of all divisions, departments, offices and agencies of the city except as otherwise provided by this charter or by law.
- (3) See that all laws, provisions of this charter and acts of the council, subject to enforcement by him or by officers subject to his direction and supervision, are faithfully executed.
- (4) Prepare and submit the annual budget and five (5) year capital program to the council.
- (5) Submit to the council and make available to the public a complete report on the finances and administrative activities of the city as of the end of each fiscal year.
- (6) Make such other reports as the council may reasonably request to enable the council to conduct its councilmanic function.
- (7) Keep the council fully advised as to the financial condition and future needs of the city and make such recommendations to the council concerning the affairs of the city as he deems desirable.
- (8) Perform such other duties as are specified in this charter or may be required by the council.

Most importantly, all divisions, departments, offices and agencies exclusively are under the direction and supervision of the mayor. The salaries of directors of divisions and departments appointed by the mayor are set by the mayor subject to approval of the city council. The Charter lists nine (9) divisions of the administration. The administrative division is an implied "tenth division" authorized by the Home Rule Charter, as applied to mayoral assistants and further enacted into law with Act 390 of the 2001 legislature and subsequent clarifying legislation during my first administration. The nine (9) divisions are: LEGAL, FINANCE, PERSONNEL, PUBLIC WORKS, UTILITIES, COMMUNITY SERVICES, PLANNING, POLICE, and FIRE.

So, let's get started . . . .

## **PUBLIC SAFETY:**

### **Policing**

**OVERARCHING ASSUMPTION:** Community policing is the paramount goal toward true change and crime prevention. Other candidates focus on several key lapses requiring remedial action, many of which are of varying degrees agreed as critical-needs actions and outlined herein. But, community

policing is the only known, *proven* method of preventing crime followed closely by intelligence-led policing and data-driven outcomes measurements. This is the heart of successful policing.

We have identified former law enforcement and judicial officers who want to lead the data portion, with our department specialist to usher in a new era of what is called “smart-policing.” Successes in this must be credited to frameworks laid by Chief Loren Lampert and his leadership team; and, prior to, by an I.A.C.P. Study and its implementation by Jacques’ previous administrations.

Based on **Concluded Assumptions** 1-2, 4: Policing will receive a P-1 rating for its capital needs. Policing is included in the *three* initial *Nehemiah*-certified initiatives, along with allied health and other workforce enhancements (the latter to be detailed after further community input but at minimum related to the retail, service, and the hospitality sector).

“I have outlined to the officers how we would offer them new opportunities: new protections and support in crises to match accountability, new resources, and new financial contributions. I pledged personally to create the atmosphere that shepherds this force—our force—into the best quality of life we can provide to one of the hardest jobs in America. This is the challenge of my life as a local leader and I am humbled but resolute on doing everything I can to get us on the best track possible,” Jacques Roy has pledged to officers.

Jacques further explained: “In a snapshot: we will offer our PS extra plan to enhance their lives, our mental health ideas to make their lives safer and the lives of those they police, our absolute unfettered re-commitment to community policing, and the SAIF program which will be the APD’s support to regional institutions against active shooters—or the **Safety Advance Intercept for Institutions Framework**, making our schools and institutions safer and rules clearer.”

## JACQUES’ COMMITMENT FOR A SAFE ALEXANDRIA:

- PUBLIC SAFETY PLUS PLAN:** Jacques’ PS+ Plan will offer innovative support to law enforcement - reimagining how we can better reward those women and men in uniform and create opportunities for growth within the constrained civil service system model. Modern policing demands new thinking and creative solutions.
- LEADING PAY AND BENEFITS:** Policing experts know more officers are needed in cities, and with Alexandria’s public safety challenges, we must structure pay and benefits in a way to attract and retain the highest quality officers who could be lured away by other communities, or other job opportunities.
- EXPANSION:** With more officers achieved through the PS+ Plan, leading pay, and new benefits, we can reduce stress and pressure on our officers; we can add force multipliers to relieve them and increase their strength in the field; and as a result, we can focus on the best community strategy for Alexandria not to merely solve but also reduce crime. Jacques will partner effectively and expand our ability to restore proper community policing.
- COMMUNITY POLICING:** Community-style policing is the only certain method for preventing and reducing crime, as well as building trust in our community. By adding more highly trained officers on the beat who are properly resourced, getting to know the people in the communities they patrol, we will lower crime and enrich the lives of those on our force and empower citizens securing our neighborhoods.

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Jacques Roy for Mayor

**CONCLUDED ASSUMPTION #1:**

Alexandria is in trouble—**crime is rampant, basic services are not being provided**, and leadership has been **unable to come together** to offer solutions. It is not enough to say American cities all suffer from “these ills”—we are responsible for remedying our part, for our community. Alexandria can **lead** in addressing issues plaguing American cities. The current executive branch view has been publicly stated as “crime is on the decline” and things “are working fine.” This campaign *categorically disagrees* with this position, and posits that the city approaches several *existential crises* related to policing and infrastructure.

**CONCLUDED ASSUMPTION #2:**

Unfortunately, the biggest operating issue is not within policing itself; it is a dearth of *leadership* across multiple spectra of city governance. The department itself is *starving for leadership*. Interviews with current officers and retirees, stakeholders and confidants of officers, and the general public and other city leaders support this conclusion. In transition, further confirmations will occur, but this assumption was made clear by officers themselves in the very questions they pose when interactions occur.

Relatedly, the police **currently**, genuinely are worried about retaliation while trying to perform. This leads to multiple areas of underperformance based on the “who’s on first” leadership vacuum. It will be critical to establish a safe zone for expressing needs and getting back on track in the early days of a new administration—both to build trust and to *reset* expectations.

**CONCLUDED ASSUMPTION #3:**

To achieve ***Concluded Assumptions*** 1-2, & 4, a robust partnership with sister agencies is required to relieve pressures while we build back to a community policing model. While this is a skinny paragraph, note we believe no “bridge” activity is more important as we start to build back trust than what the Marshal, Sheriff, Pineville, and sister agencies can do for us. And we have full confidence not only that they will but that they will be happy to start a new program of trust and mutual benefit.

**CONCLUDED ASSUMPTION #4:**

**We need more police.** A minimum of 50 officers needs to be hired and onboarded in the near- and medium-term while we work on other plans. Sounds daunting—it is.

“More cops equal the massive recruitment changes needed . . . . We have to have the most resourced and benefitted officers we can. We are in a crisis and we have to be out of the box to do this: incentive pay with actual choices of service by officers; offered special leadership and compliance training to go with those officers; a model post-shooting incident support plan to accompany a modern accountability plan; walled-off from the city pre-paid initial legal services to protect officers at the start of an incident, not too late to matter; and again my continued personal commitment . . . that nothing can stop us from being the best.”

To gain these officer ramp-ups, we will need to accomplish four chief sub-goals, quickly:

- Create the **best pay** climate possible. This cannot be limited only to local, regional, and perhaps even state-wide comparisons (“comps”).
- Create the **best benefit** plans for our officers (and sister agencies). The Marshal services (ours and the federal one) as well as central partnership with the Rapides Parish Sheriff’s Office are necessary for a universal, modern response. In fact, as stated, we need these agencies to relieve our gap in coverage and officer staffing as we reinstitute community policing and take control of rampant crime. Let’s bring all our agencies on board. How?

Because of the value-added proposition they offer us, we should offer city resources to the Sheriff, so as the chief parish law enforcement officer he can better allocate resources, including specifically for the city. We will propose new partnerships with our health clinic and other benefits only the city can offer to these brothers and sisters in law enforcement who stand at the gate to protect us. They will appreciate what our city employees know about our city health team, which itself will be better resourced and beefed up.

As to our city police officers, as we said, fair and even competitive pay in Alexandria is not enough to attract, retain, and promote our force in Alexandria. The most important studies show more police officers are needed in cities. With Alexandria’s challenges, it is not good enough to pay fairly—not even just competitively any longer—but instead to structure pay and benefits to attract people we need here who could go to other markets. Health benefits, “law enforcement” sabbaticals, and use of retired officers for targeted jobs to laser focus are all possibilities. New incentive pay and other tours of special duty will be offered for consideration and implementation upon agreement of the stakeholders.

Police pay and benefits are unquestionably key to an officer’s quality of life, but more is needed to change the policing culture and support systems in Alexandria.

- Implement the **Public Safety extra plan**. Our PS+ plan will offer out-the-box additional support to law enforcement—reimagining how we can better hold these men and women up and create opportunity for growth in the sometimes constrained civil service model that also serves to protect our men and women from retaliation and the spoils system. It is good for them, but modern policing demands more to create incentives and opportunity for growth. No one has plans like these or the experience to implement them on day one.
  - **Doing the work**. Despite what some candidates say about the relative ease of curing the ills in American policing—like, “it’s not rocket science” and police fixes are easy—nothing could be further from accurate. We know because we faced these issues before, and we produced results better than our current situation. We are approximately 50 police down by some counts, and no single issue affects effective policing across the board in our city more than numbers of available officers. You see, it turns out more police leads to less crime; leads to less excessive force claims; and leads to more trust and available officers for community-style policing—the only certain method for diminishing AND preventing crime. So how?
1. **LEADERSHIP** must be respected, earn trust, and maintain that respect everyday by example.

2. **Community support** for police must exist daily and be led by the mayor. The mayor must be a unifying, not dividing force. We do not have time for infighting; improper politics injected into the rank; vindictive discipline; or LEARNING ON THE JOB.
3. Re-Implement SafeALEX as the best practice and award-winning community model it was.



**SAFEALEX TOTAL** - Clean up dilapidated properties; promote and reward economic vitality; re-establish a second-to-none community policing model leading Louisiana in lowering crime; partner with our school board, LSUA, and CLTCC to create and initiate new youth opportunities and rewards; and harness the diversity of this community to create, work, play, live, and build the capacity for safe growth.



- Develop strong neighbor relations where neighbors watch out for each other.
- Educate neighbors to recognize suspicious activity and take appropriate action.
- Implement other crime deterrents such as basic home security measures.
- Reduce neighborhood crime through crime prevention programs and literature.



- Improve the physical appearance of dilapidated neighborhoods.
- Eliminate vacant, dilapidated and abandoned properties causing economic distress.
- Restore distressed neighborhoods as attractive and healthy parts of the community.



Neighborhood Watch Tips

Community policing is a policing philosophy. The components are as follows:

**Community Partnerships:** Collaborative partnerships develop solutions to problems and increase trust

**Organizational Transformation:** The alignment of organizational management, structure, personnel, and information systems to support community partnerships and proactive problem solving; and

**Problem-Solving:** The process of engaging in the proactive and systematic examination of identified problems to develop and evaluate effective responses.

It is an organizational philosophy that recognizes that the community's support is a critical factor in the ability of the police to effectively address crime.

4. **Equipment and training** must be the **best**. Period.
5. Starting and incremental pay increases must be at the top of the "comps." That attracts officers we might not otherwise attract who head for greener pastures in friendlier, already safer, and larger (or, smaller, quaint, insulated) markets.
6. PS-Extra (public Safety Extra) Program – brings extra permissible values to service.
7. Massive drug disruption, enhanced seizure programs, robust drug agency partnering.
8. Flood hotspots; increase visibility at target locations, place networking (PNI); focused deterrence; and even civil racketeering suits.
9. Remove illegal gun possession by "felons in possession"; enforce existing gun laws. Track milestones (what happens) in the justice system to felons using weapons in crimes.
10. Sister agency force multipliers. Robust partnerships with sister agencies requires the ability to work effectively with other community leaders as a **proven** and respected community leader.
11. Constitute the "**Safety Advance Intercept for Institutions Framework**" ("**SAIIF**").
  - a. Active Shooter dynamic training and quarterly review implemented to ensure we are ready.
  - b. Beef up an already stellar academy to offer specialty training at a national head of class level.
12. Training, implementation and commitment to fair and responsive treatment to citizens.
  - a. Excessive force training.
  - b. Excessive force liaisons and EFP (excessive force prevention division/mental health).
  - c. Fire and Police, holistic division for mental health interventions.

13. Match of threat continuum review and achievement of threat response superiority.
14. Match of threat continuum protective gear and training to achieve immediate parity and then superiority.
15. Physical and mental fitness programs implemented.
16. Interdiction in high schools and follow up on neglectful parents. Officer ambassadors.
17. Offer neighborhood grants for approved plans to try new approaches and incubate change.
18. Safety summit with judges and sheriff “hold” policies. Bring the following to this meeting, constituting our formulated data-driven information (at least including):

- An analysis of the demographics, challenges, and community resources and leaders in each area of Alexandria— SafeALEX-supported.
- Interviews with SafeALEX staff and interaction with each member of the council to discuss observations and identification of special needs for domestic, mental health, and some aspects of drug-driven crime since these do not confirm to normative policing models.
- Interviews with former law enforcement and judges to lay out the data-driven picture of crime in Alexandria. This item is part of intelligence-led policing with more available as the unique sensitivities are considered and to protect sources and methods.
- A victim survey to determine the scope and nature of crime in each area.
- A public perception survey of crime, personal safety, and policing. (Much of this data exists and needs refresh; campaign will offer surveying it completed privately for use.)
- An analysis of crime reported to the police; how it routes; solve rates; and follow up practices.
- Correlation of the results of the victim survey with crime reported to the Computer Automated Dispatch System (CAD). Use CAD as correlator with other information points, such as trauma cases at local clinics and hospitals.
- Interviews with CAD managers at area and station level.
- Focus groups with victims of prioritized crimes.

### **Fire Fighting, Prevention and Protection**

1. Re-Implement SafeALEX.
2. Mental Health/Ambulance/Task force; new training and health calls made at scene; use of dispatch to discern mental health at time of call.
3. Interdiction in high schools via fire personnel ambassadors.
4. Creation of special fire department “deputies” who are post-certified officers trained as both police and fireman – competitive positions; subject to dotted lines.
  - a. Dual dispatch to ensure against strategic misuse of the policy
5. Upgrade equipment and capital.
6. Chief selection is underway!
7. [RESERVED-new positions.]
8. [RESERVED-competitive ideas.]
9. [RESERVED-pay and benefits.]



## **INFRASTRUCTURE, BASIC SERVICES AND UTILITIES:**

### **Utilities**

1. Operation Cleanout 2.0.
2. Record and clear every known “choke point” with infiltrative cameras and equipment.
3. Work with the city’s Director of Finance, local corporate partners, and community stakeholders to implement a utility assistance program for low-, moderate-, and fixed-income households. The recent utility billing crisis has negatively impacted hundreds, if not thousands, of local families. Implement our detailed Project **RESTOR**, to aid at least 3,500 households to overcome this extraordinary financial challenge through a publicly-privately funded assistance pool. The details of this plan are complete and publishable.
4. Evaluate the city’s current energy (electric and natural gas) risk profile. Implement available strategies to minimize energy price spikes during the Winter 2022-23.
5. Immediately assess the viability, functionality, and performance of the city’s meter reading and utility billing assets.
6. Within the first 30 days in office, advertise an RFP to begin design of technical upgrades and specification writing to fully automate the city’s metering reading functions by June 2024.
7. Review, and if necessary, reprioritize the current Utility Capital Projects Budget; eliminate the backlog of much needed capital improvements that are currently pending; and review the current operating status of D.G. Hunter Units 5-11; take all steps necessary to return this asset to like-new reliability.
8. Assess current staffing shortages in Electric Distribution, Gas, Water, and Wastewater operations; identify short-term outside partnerships to backstop city staff if needed.
9. Using the Rule of 80, identify immediate short- and long-term staffing needs; develop a companion succession and training plan for each utility operating department. In partnership with Human Resources and Civil Service, identify roadblocks to fully staffing the city’s utility operations. Work with internal partners to clear those roadblocks.
10. Review the Utility Division’s emergency operations plan and resources to ensure timely restoration of service in the event of natural disaster or other significant operational impairments.
11. Utilities are highly regulated businesses; ensure the city’s utility is fully compliant with all state and federal environmental and reliability obligations.
12. By mining data from the city’s Q-Alert system, identify and prioritize utility infrastructure repairs and improvements with a focus on eliminating recurrent complaints and/or frequent service interruptions.

### **Public Works**

1. **Let this excellent division make it happen! These folks can if the administration gets out of the way; funds the division properly; and lets its leadership prioritize and do the jobs. The mayor cannot head public works as is literally the case right now!**
2. Operation Clean Out 2.0. Re-route every free dollar to \$900,000.



**OPERATION CLEAN OUT 2.0.** - Push our drainage infrastructure to its best function - quickly - and clean up the trash with innovative incentives to keep it that way. Clean it up!

3. **PICK UP THE TRASH.** Authorize our teams to get it done!

4. Grantsmanship relative to each P-1 project requires support and resources.
5. **FIX OUR BUS SYSTEM.** Desist the practice of informing bus ridership of cancelled rides without proper notice; end this service cancellation altogether as soon as practicable; and ensure buses are maintained properly from an operational and capital programming standpoint; review and provide proper support to our grantsmanship in this context. Discussions of intergovernmental agreements with COP, COA, the parish and state for parish-wide bus/transit system—called RapidTrans.
6. Discussion with the Police Jury on euthanization procedures for the parish and city; modification of destroying animals; and review of city customs and practices. Review of better practices to preserve life of animals; provide better husbandry of animals in the parish; educate the public on better husbandry; prosecute animal abusers; and prosecute animal “dumpers.”
7. REPAIR/PURCHASE ROLLING STOCK (vehicles and equipment) and get them rolling.

### Planning

1. Re-Implement SafeALEX as the best practice and award-winning community model it was relative to unsafe structures in the city and their removal.
2. Review and update all development, zoning, and adjustments procedures for emergency actions and council-approved moratoria and changes as needed.
3. Establish the Alexandria Developer Advocacy Office (Ombudsman).
4. Establish redevelopment authority and associated land banking.

### Community Services



1. Re-establish Recreation plan; update the existing detailed plan of work.
2. Meeting with community leaders to establish future city “clearinghouse” to avoid duplicative grants and fundraising to better allocate scarce resources.
3. A meeting with Interfaith within the first sixty days.
4. A meeting with all neighborhood watch heads within the first forty days.
5. A meeting with the superintendent of schools to identify specific ways in which the city can facilitate better metrics-driven after-school programs, truancy issues, intergovernmental agreements, cooperative endeavors, and anything else the school board thinks the city can do to help with issues.
6. Collaborate with Rapides Parish School Board to create after-school opportunities.
  - a. Public arts and recreation classes. After school programs in challenged areas, using facilities and providing homework assistance, snacks, recreation, and possibly transportation. Consider work by the United Way already completed in this regard.
  - b. Introduce students to the employment opportunities of the city early on.
  - c. Empower an education liaison who works with the school board to develop short courses to be worked into curricula and culminate in a field trip touring public works, water treatment plant, power plants, public safety, and the zoo.
  - d. Employees of the city and parish can teach about their jobs and what kind of education and skills are required.
  - e. Planning can be worked into civics; water treatment into chemistry or science; and so forth.
7. The education liaison can work with both HR and our quality of life initiatives.

- 8. Meet with Blue Cliff and other educational providers outside the major public institutions.
- 9. [RESERVED.] Nehemiah certified Alexandria Allied Health meetings; Nehemiah certified policing and police academy meetings; Nehemiah certified service industry support meetings; and Nehemiah certified existing large employer support meetings.


All personnel will focus their respective divisions and departments toward those projects establishing opportunity, jobs, and workforce enhancements—as well as these key programs:

## JACQUES ROY HAS THE PROVEN FORMULA TO CREATE OPPORTUNITIES FOR EVERYONE.

- ✔ **PROVEN PLAN TO CREATE SAFE NEIGHBORHOODS**
- ✔ **PROVEN TRACK RECORD OF EXCELLENT BASIC SERVICES, INVESTING IN INFRASTRUCTURE, MANAGING UTILITIES, & CREATING OPPORTUNITY**
- ✔ **THE NEHEMIAH INITIATIVE** - Re-establish healthcare advantage partnering with educational powerhouse, LSUA, and opportunity-driver, the CLTCC. Jacques' Alexandria Allied Health Initiative with LSUA's announced commitment will train nurses and allied health students; doctors will be recruited with a winning plan; and our hospitals will thrive with innovation aided by our infrastructure support. Jacques' plan builds the hard infrastructure improvements and partnerships enabling EXISTING large employers to expand, retain, and help us attract other industries. We will incubate, train, and ready fledgling business and entrepreneurship across our community; identify new quality-of-life opportunities to position us for success; and lead an explosion in support for our service industry and arts community, heavily focusing on conventions, outdoor activity, and recreation.
- ✔ **OPERATION CLEAN OUT 2.0.** - Push our drainage infrastructure to its best function - quickly - and clean up the trash with innovative incentives to keep it that way. Clean it up!
- ✔ **SAFEALEX TOTAL** - Clean up dilapidated properties; promote and reward economic vitality; re-establish a second-to-none community policing model leading Louisiana in lowering crime; partner with our school board, LSUA, and CLTCC to create and initiate new youth opportunities and rewards; and harness the diversity of this community to create, work, play, live, and build the capacity for safe growth.
- ✔ **100 DAYS OF ACTION** - Jacques already has written a 100-day plan for every division of city government, using his experience to prepare for the future. Ready and proven, on day one!

**SAFE NEIGHBORHOODS, BASIC SERVICES, AND SMART INVESTMENTS IN INFRASTRUCTURE ARE ESSENTIAL TO A HEALTHY COMMUNITY. THERE'S NO OPPORTUNITY TO GROW WITHOUT A STRONG FOUNDATION, BUILT IN A SAFE PLACE.**



**LEGAL AND ADMINISTRATION:**

**Administrative, Finance & Legal**

- 1. Restructure of IT departments. [**RESERVED.**][sensitive][separate secure plan]

2. Memoranda of Understanding-Intergovernmental Agreement (“**MOU-IGA**”) round up of cooperative endeavors, public purposes, and deliverables.
3. Creation of new IGAs with sheriff and marshal.
4. Review of consulting arrangements for public purposes and deliverables.
5. Introduce council findings; conduct legal analysis to declare capital project necessary and proper legal conclusions; and provide for all matter related thereto in implementing Operation Clean Out 2.0 as a capital project of the city.
6. Identification and commencement of an audit of the entire city, the results of which to be published to the public upon completion and for the specific purpose of bench marking the administration’s start and identifying any problems whatsoever. The audit will not be limited to the budget, but will include provision of service, losses, program efficacy, retirement system, provision of legal services, waste, provision of engineering services, and planning.
7. IGAs with COP, COA, the parish and state for parish-wide bus/transit system.
8. IGA-CEDAs with private sector to study special large employer workforce parish-wide bus/transit system ROM, AFCO, School Board, others).
9. With regard to the Alexandria Developer Advocacy Office (Ombudsman), in addition to the ombudsman qualifications, review: cost-sharing agreements, model requests for proposals, exempt-from-bid-law professional services, the genesis of professional service and cooperative endeavor agreements); and then implement the following:
  - Review and implement new policies and procedures.
  - Comply with state and city bid requirements.
  - Properly advertise City Council-passed development agreements and make Council accountable for actions which do not arise from the administration or bypass the administration.
  - **Ensure that records are subject to public record requests, are retained properly, and are recorded properly.**
  - Avoid the appearance of impropriety while balancing the need to move forward and a recognition of the need to “keep it local” when possible.

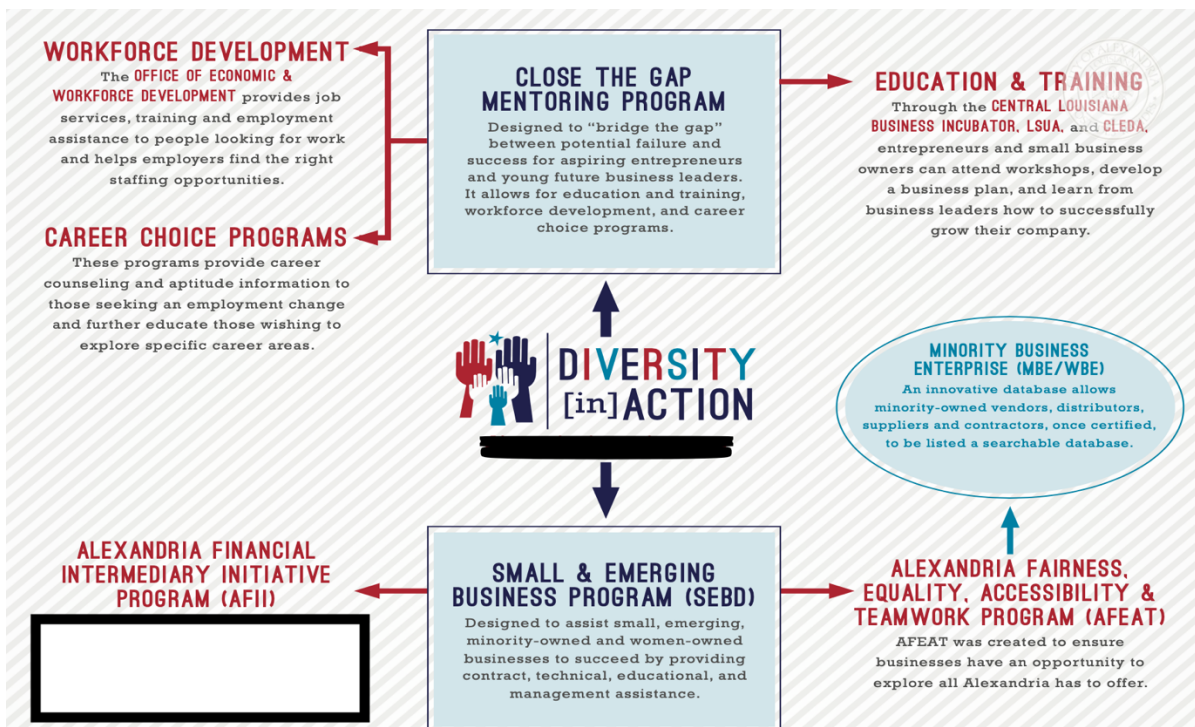
## **PERSONNEL:**

### **Human Resources**

*Civil service and other protections require special publishing considerations. Published separately. Generally, the following will be assessed:*

1. Review vacancies and expedite pay planning and conclusions to years of studies; review pay planning consultant deliverables; and meet with commissioners for report and generalized findings and areas of improvement.
2. *Revoke all executive orders and policies* regarding traffic ticketing investigations and similar intrusions into personal, non-work-related, inconsequential private matters with employees; and review all claims of retaliation for decisions and mediation.
3. Resource and assist the Human Resources director and Civil Service director as requested.

4. Re-establish Diversity in Action reporting and accountability as part of the *Nehemiah Initiative*. This includes a TBA of local banking partnering on a new AFII.



**Conclusions**

**JACQUES DID IT BEFORE AND CAN DO IT AGAIN:**

**Proven** support of local downtown business. He expanded convention business and grew our capacity for trained workforce to compete for future economic opportunity with the Downtown Hotel Initiative and Community College Initiative.

**Proven** understanding of infrastructure. He led the largest parks and signage rebuild; overhaul of basic services and public utilities; and shepherded the fast-start cutting edge natural gas technology protecting us from volatile energy market forces. Jacques led massive city-wide development through the award-winning, largest-in-City-history SPARC infrastructure program.

**Proven** commitment to do what's right for Alexandria instead of playing politics. Along with SPARC, he added the SAFEALEX, AlexConnects, Diversity in Action, and other accountability programs using unprecedented community input. We had smart, financially sound, shared opportunity and transparent government.

**Proven** commitments to innovative recreation. He brought us the top award-winning Fête festival series and recreation programs.

We can all agree we **can't continue down the current path**. Tough times demand a **course change**. We have to come **together**, work **together**, and make changes that get us **back on track**. Right **now**. We've done it before and **we can do it again**.

**Jacques Roy** will **RESTORE** basic services delivered by our city, provide our utilities and public works teams with the **LEADERSHIP** and **RESOURCES** needed to keep our community running efficiently, and be ready on day one to tackle the infrastructure challenges facing Alexandria.

### RESTORE:

Basic services and infrastructure to maintain the confidence of current businesses and residents and attract new opportunities. You have to keep our public employees resourced, protect our assets, and deliver smart economic and quality-of-life enhancements.

### BASIC SERVICES AND UTILITIES:

Are maintained by good decisions stabilizing the cost of fuel and, ultimately, what we pay for utilities. The mayor has to deliver the basics—fix potholes, monitor drainage, and pick up the trash. New businesses and the jobs they create follow these investments.

### RISING UP TO BUILD:

Requires using dedicated infrastructure dollars right away—there's no savings sitting on these dollars because the cost to fix infrastructure rises over time. Jacques will not sit on past proven success—instead Jacques will:

- Implement the Nehemiah initiative—building the capacity for growth—from special police training to hospitality and the arts, to a laser focus on rebuilding our once held health care advantage!
- In the first 100 days, protect our homes by commencing Operation Clean Out 2.0, freeing drainage on a massive scale.
- Get our buses and equipment rolling.



In 2006, Jacques Roy was elected as Alexandria's 23rd Mayor, capturing 76% of the vote in a runoff election and becoming one of the youngest mayors in Alexandria history at thirty-six years old. In 2010 and again in 2014, Jacques was elected in the primary, avoiding runoffs, going on to serve three terms as Mayor of Alexandria. During these years, his tenacious, hands-on, and proactive approach to City government resulted in a number of sweeping and transformative changes. Jacques implemented the largest redevelopment plan in the City's history, called the SPARC plan, as well as award-winning community-planning safety initiatives and quality-of-life initiatives such as a downtown community college plan and a multi-day, multi-format festival series. He speaks on Smart Growth and Safe Growth initiatives for community-based planning, and his administrations were recognized nationally, and won numerous awards, for infrastructure programs and community development.

Jacques and his wife of twenty-seven years, Wendy, have one daughter, Catherine Marie, and one son, Jude-Michael.

In 2018, Jacques Roy decided to reenter private life and begin an executive consulting and select legal practice. This year, seeing a real existential crisis for our city in the area of safety and basic services, Jacques has reentered public life to run for mayor.

**Jacques Roy for Mayor**

Jacques Roy for Mayor  
2312 South MacArthur Drive  
Alexandria, Louisiana 71301



**LET'S RESTORE ALEXANDRIA,  
THE PLACE WE CALL HOME,  
and make our city everything  
we know it can be - for all of us.**

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